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DCI/IC 74-1012

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Intelligence Community Personnel
Exchange Program

1. In view of the President's 5 November 1971 call for "more rewarding careers for intelligence analysts" and the continuing need for the enhancement of analytical skills within the Intelligence Community, it would seem appropriate that we periodically review Community progress in these areas and make recommendations for additional action where required.

2. DOD has established a sound basis via the DOD-wide Intelligence Career Development Program which was initiated in mid-'72 for both military and civilian intelligence personnel. In accordance with Program directives, the ASD(I) is responsible to the SecDef for overall leadership and success of the Program. The DirDIA is in turn tasked to be the Functional Director of the career development of all DOD general intelligence personnel and the DirNSA the Functional Director of all DOD cryptologic personnel. During 1973 long-range goals and objectives were established, working groups organized and an initial start at identifying and unifying the Defense Community made. These early efforts indicated that the civilian side of the program would require additional attention. To this end, a central registry system organization is being initiated and standard directives and procedural manuals are being promulgated to enhance DOD-wide civilian career development.

3. As a part of this DOD effort, the Defense Intelligence Agency has recently implemented an inter-agency intern exchange program with the National Security Agency. The

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purpose of the program is to increase the competence of selected professionals in the intelligence career field, provide additional personnel who are thoroughly familiar with inter-agency functions, and improve informal liaison between the two agencies. The six-month exchange program is presently limited to entry level professionals but may be later expanded to include higher grades. Additionally, an effort is underway to have appropriate DIA analysts obtain training at NSA in the use of SIGINT in intelligence analysis.

4. While this DOD action is laudable, total Community progress in inter-agency personnel exchanges, especially in the analyst field, is lagging. During a recent Middle East seminar, Community analysts expressed a desire for more frequent face-to-face contact with counterparts in other intelligence agencies to exchange ideas and discuss problems of mutual concern. This requirement was further evidenced in the recent Middle East Post-Mortem which recommended that analysts be encouraged to exchange views and challenge consensus, and that procedures be established to facilitate such action.

5. In view of the aforementioned, I would like to propose that the USIB initiate an energetic effort to create a Community-wide Intelligence Personnel exchange program to address both the career enhancement aspect and the upgrading of professional skills. Most immediately I would propose that we address ourselves to analyst personnel and establish procedures for selective short-term exchanges similar to those initiated by DOD. Later, we should investigate the possible exchange of management-oriented personnel and other categories deemed suitable for Community interaction.

6. If you agree, I will place the idea on an early USIB agenda.

Daniel O. Graham
Lieutenant General, USA
D/DCI/IC

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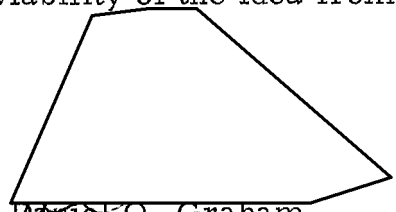
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8 May 1974

NOTE FOR DD/I - *A/SSI*
~~DD/S&T~~

Ed and Carl:

I propose to forward the attached copy
to the DCI as a proposal. Before doing
so, however, I would appreciate your
views on the viability of the idea from your
vantage point.



Daniel O. Graham
Lt. General, USA
D/DCI/IC

Attachment

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MEMORANDUM FOR: Messrs. ~~Proctor~~/Walsh

Danny proposes an inter-agency personnel exchange program to improve professional skills and to increase career development opportunities. Graham would appreciate your comments. I have sent a copy to



when?

10 May 74
(DATE)

FORM NO. 101 REPLACES FORM 10-101
1 AUG 54 WHICH MAY BE USED.

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